

# MODELS OF THE WELFARE OF PRIVATE ORGANIZATIONS WHICH AFFECTS THE WORK PERFORMANCE OF EMPLOYEES.

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## ABSTRACT

The objectives of this research were to study the current welfare situation and determine the welfare of private sector affecting the operation of staff. Sampling group was the private sector for 420 people found which the welfare that the staffs needed the most such as bonus properly and enough, party in department or closed project party and assisting medical welfare by arranged those welfare affecting operation for instance able to perform the roles according with standard set by the company, always attention and follow up on assignment, able to complete the assignment job ( $Z_{31}$ ) and consider resource usage or devices or organization in economical operation. For stepwise multiple regression analysis found that the welfare arrangement of assisting with cremation according with custom ( $X_{12}$ ), appropriate number of sick leave day ( $X_{34}$ ), organizing sports competition to connect ( $X_{24}$ ) and providing appropriate and sufficient bonus ( $X_{11}$ ), have relationship with the performance of employee ( $Z$ ) at 91.10 percent in significant level .01 and able to write the regression in the form of forecasting equation was  $Z = 2.849 + 0.045 X_{12} + 0.126 X_{31} + 0.097 X_{24} + 0.050 X_{11}$

**Key word:** welfare, private organization sector, staff operation

## INTRODUCTION

Labor welfare was any activities no matter by employer, labor union (employee) or government that had the purpose for ability of employee who had a good level of living, have well-being both physical and mental having good health, work safety, progress, security of life not only employee but also employees family by arranging to provide welfare in that establishment. Department of Labor Protection and Welfare operated 3 parts such as 1). Determine and develop welfare form 2) Promote, support and operate welfare arrangement and 3) Cooperate with or support the operation of other department related or assigned for formulating and developing welfare forms under the mission of defining and developing this form of welfare labor welfare is divided into 2 types, which are labor welfare as required by law (It is a welfare that is considered to be the basic necessity for employee in the workplace the law applicable to establishments with 1 or more employees must provide this type of welfare is the determination of welfare related to health for employees) and labor welfare other than those required by law (Ministry of Labor, 2019) [1]

summarized that welfare was the benefit that employees would be added more beyond the salary. Current employee trend would pay more attention to welfare. In some company, the wage might specify lower but there were welfare and worthwhile for good employee that would be the result to decide working with the company according to the case above human resource department in various companies. Welfare is often used as a strategy to motivate employees to work with the company at the same time the organization does not allocate

good welfare for employees caused a high risk of turnover rate included affecting the operations in the overall sector as well because employees feel that they receive less benefit and to be cared by organization that is not good enough. The results are the company's reliability down such as the business of company might be stepped down and lead to the end of operation eventually. Besides welfare is the important tool for assisting to create the royalty to the company as well (Tada Ratchagit, 2019) [2]

In addition, the aforementioned welfare also promotes human capital development. In the area of human resource development It is a change of thinking processes, behavior and human progress to be developed in terms of knowledge, ability, skills, expertise, attitude, emotions, feelings, decisions, that affect changes. Thinking process, good behavior suitable for physical, verbal, and mental behavior to treat oneself, others and society. (Jakkawal Sukmaitree and team, 2015: 243) [3]

Welfare is a process of personnel management. Which is intended to provide convenience, satisfaction to employees, as well as being warm-hearted, not having to worry about various issues and encouraging employees to have morale at work to build confidence in the organization and themselves. Welfare, although not the main job of the organization It is part of the success or failure of the organization and the ability and morale of the employees as well. The organization must find ways to encourage all employees to feel safe at work. Will be a factor supporting the administration of the organization to operate efficiently and achieve the objectives of providing welfare to the employees of the organization, acknowledging that it is indispensable

From above problems and importance, researcher studied "form of welfare of private sector affecting the work performance of employee" to study the current situation of welfare arrangement of private sector and determine the form of welfare of private sector affecting the work performance of employee which would be able to develop the welfare arrangement properly for private sector next.

## **RESEARCH QUESTION**

1. What are the benefits of private sector organizations?
2. What are the characteristics of welfare arrangements that affect the work performance of employees?

## **OBJECTIVE**

To study the current situation of welfare and specify the form of welfare of private sector affecting employees operation.

## **EXPECTED BENEFITS**

1. Know the welfare factors of the organization that affect the performance of employees.
2. Able to use the research results as a basis for improvement and development of the organization in the organization to affect the performance.

## **METHODOLOGY**

### ***Sub-Section 1 : Population and Sampling group***

Population in this research for 15,956 private sectors where registered business as a limited company by general industrial factory operations in Bangkok (Department of

Industrial, 2019) [4] For sampling group is representative employees of organization for 392 people as the sampling group table of Taro Yamane (1976) [5] At standard error level .05 which stratified random sampling and proportion by determining the area in Bangkok at 50 administration areas and distribute more questionnaire another 50 percent in each area to prevent return error therefore amount of questionnaire distributed in each area for 12 sets totally at 600 sets. The questionnaires were returned back at 420 sets which were not lower the sampling group which the researcher specified. For method for determining the sample, researcher used probability based randomization by drawing without putting it back in order to choose private sector where studied

**Sub-Section 2 : Variables**

Independent variables

(1) demographic characteristics such as gender, age, average monthly income, job position, work experience, status and education level

(2) Organization welfare management, including economic welfare, recreation welfare and health welfare

Dependent variables include the organization's welfare management, including the performance of employees in quality of work, performance of employees of quantity of work, performance of employee of time and performance of employee of expense

**Sub-Section 3 : Research tools**

(1) **Tools in this research** is the structured questionnaire divided by 4 stages. Stage 1; Demography are gender, age, average income per month, position, experience, status and education level. Stage 2; Welfare arrangement of private sector are economic welfare, recreation and health and Stage 3; Performance of employees are quality and quantity of work, time and cost and Stage 4; Additional suggestion, Question 3 is a Matara questionnaire with Likert's scale with 5 levels of highest, high, medium, low and minimal. The researcher determined the weight or score in answering the 5 levels as follows;

the highest level is a score of	5
high level with a score of	4
moderate level, the score is	3
a low level is rated	2
the lowest level	1

The researcher specified as mean score during

4.21 to 5.00	means very high level
3.41 to 4.20	means high level
2.61 to 3.40	means medium level
1.81 to 2.60	mean low level
1.00 to 1.80	means very low

(2) **To create tools;** researcher specified to create tools process by studying from concept, theory and related research by 3 specialists auditing to fine the content validity (IOC) found that the question have passed the criteria of each consideration not less than score level at 0.60 as well as to try out with amount of 30 privates sector out of sampling group studied found that the reliability by Cronbach's Alpha Coefficient got the value at 0.9652

#### **Sub-Section 4 : Presentation of data analysis results**

Presentation of data analysis results and the interpretation of this research. The researcher analyzed and presented in the form of an annotation table. Which is divided into 4 episodes as follows ;

Part 1 Results of demographic analysis

Part 2 Results of organization's welfare management analysis

Part 3 The results of the correlation coefficient analysis between the welfare management of the organization which affects the work performance of the employees

Part 4: The results of the analysis of the model of welfare management of the organization which affects the work performance of the employees

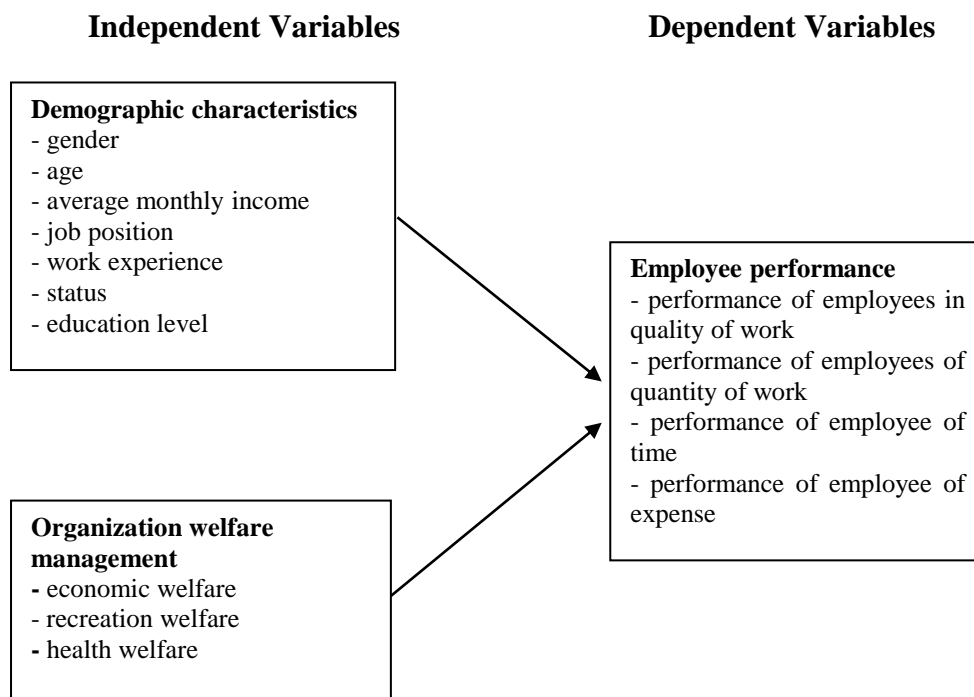
#### **Sub-Section 5 : Data analysis and statistical use**

**(1) Description data analysis** by using statistical value as frequency and percentage. The analysis of welfare management of organization affecting the performance of employees by using Mean and Standard Deviation

**(2) Inferential statistic data analysis** such as 1) Examining the correlation between all independent variables by linear regression analysis by using Pearson Product Moment Correlation Coefficient to find the correlation between variables 2) Create the form of welfare management of private sector affecting the performance of employees

#### **Conceptual framework of research**

From the study of documents and research related to the welfare management of the organization that affect the performance of employees. The researcher therefore wrote the following conceptual framework.



## RESULTS

From study research found that the respondents for 420 people found the most was female for 271 people or 64.50 percent and male for 149 people or 35.50 percent. The most age during 20 to 30 years old for 167 people or 39.80 percent, the most average income had up to 30,001 Baht for 194 people or 46.20 percent to be the operating employees for 219 people or 52.10 percent, working experience during 1 to 5 years for 159 people or 37.90 percent, single status for 264 people or 62.90 percent and bachelor's degree education level for 274 people or 65.20 percent for the welfare management and performance of employees could be explained as follow;

**Economic welfare (X<sub>1</sub>)** such as providing appropriate and sufficient bonus (X<sub>11</sub>), assisting with cremation according to custom (X<sub>12</sub>) financial assistance such as any loan (X<sub>13</sub>), providing financial support to children (X<sub>14</sub>) and have to manage house rentals or providing accommodation for employee (X<sub>15</sub>)

**Recreation welfare (X<sub>2</sub>)** such as providing a relaxing place for employees (X<sub>21</sub>), arranging party (X<sub>22</sub>), organizing party in department or closing project party (X<sub>23</sub>), organizing sports competition for relationship (X<sub>24</sub>), organizing activities according to employees need (X<sub>25</sub>)

**Health welfare (X<sub>3</sub>)** such as annually health check-up service (X<sub>31</sub>), providing appropriate drinking water, appropriation number of sick leave days (X<sub>34</sub>) and assisting medical expense (X<sub>35</sub>)

**The performance of employees in quality of work (Z<sub>1</sub>)** such as able to perform the duties according to standards set by the company (Z<sub>11</sub>), the jobs that had been assigned were corrected, completed and without error (Z<sub>12</sub>), the jobs that were responsible for checking the performance to be corrected and completed (Z<sub>13</sub>), have neatness and tidy, able to work without causing problems later (Z<sub>14</sub>), always have a plan to work in advance (Z<sub>15</sub>)

**Performance of employees of quantity of work (Z<sub>2</sub>)** such as able to work according to the amount specified by the company (Z<sub>21</sub>), there are always a work improvement to achieve the target quality (Z<sub>22</sub>), able to work correctly according to standards (Z<sub>23</sub>), there are quantity management plan for operation success (Z<sub>24</sub>), and there are always attention to follow up on assignments (Z<sub>25</sub>)

**Performance of employee of time (Z<sub>3</sub>)** such as able to complete the assignment successfully on time (Z<sub>31</sub>), able to prioritize tasks to be appropriate with scheduled times (Z<sub>32</sub>), able to identify and explain to delay of work or performance in case it is not able to work as planned (Z<sub>33</sub>), there is operation improvement to finish work on time (Z<sub>34</sub>), and use free time aside from work time to intend the duties assigned to complete on time (Z<sub>35</sub>)

**Performance of employee of expense (Z<sub>4</sub>)** such as able to complete tasks with value and saving resources (Z<sub>41</sub>), there are the operating plan to be able to reduce unnecessary expense (Z<sub>42</sub>), performance caused least damage (Z<sub>43</sub>), the operating costs are appropriate for the job (Z<sub>44</sub>), and consider the use of resource or equipment or organization in economical operation (Z<sub>45</sub>)

Study result from sampling group focused on the welfare of private sector and operation of employees explaining on table 1 and 2 as follow;

**Table 1; Welfare management of organization**

Factor	$\bar{x}$	S.D.	Factor	$\bar{x}$	S.D.	Factor	$\bar{x}$	S.D.
X <sub>11</sub>	3.28*	1.145	X <sub>21</sub>	2.98	1.125	X <sub>31</sub>	4.03	0.754
X <sub>12</sub>	3.15	0.923	X <sub>22</sub>	3.33	1.094	X <sub>32</sub>	3.96	0.841
X <sub>13</sub>	2.93	1.152	X <sub>23</sub>	3.94*	0.755	X <sub>33</sub>	4.19	0.795
X <sub>14</sub>	2.70	1.183	X <sub>24</sub>	2.71	1.157	X <sub>34</sub>	4.02	0.897
X <sub>15</sub>	2.70	1.335	X <sub>25</sub>	2.89	1.108	X <sub>35</sub>	4.28*	0.768
Total	2.94	0.857	Total	3.17	0.763	Total	4.10	0.332

\* Highest ranking on each side

**Table 2; Operation of employees**

Factor	$\bar{x}$	S.D.	Factor	$\bar{x}$	S.D.	Factor	$\bar{x}$	S.D.	Factor	$\bar{x}$	S.D.
Z <sub>11</sub>	4.01*	0.676	Z <sub>21</sub>	4.09	0.580	Z <sub>31</sub>	4.07*	0.785	Z <sub>41</sub>	3.80	0.703
Z <sub>12</sub>	3.87	0.660	Z <sub>22</sub>	3.93	0.640	Z <sub>32</sub>	4.03	0.771	Z <sub>42</sub>	3.79	0.777
Z <sub>13</sub>	3.92	0.633	Z <sub>23</sub>	3.99	0.646	Z <sub>33</sub>	3.97	0.669	Z <sub>43</sub>	3.79	0.738
Z <sub>14</sub>	3.86	0.831	Z <sub>24</sub>	3.98	0.745	Z <sub>34</sub>	3.99	0.745	Z <sub>44</sub>	3.71	0.763
Z <sub>15</sub>	3.96	0.764	Z <sub>25</sub>	4.11*	0.672	Z <sub>35</sub>	3.62	0.844	Z <sub>45</sub>	3.89*	0.720
Total	3.93	0.543	Total	4.02	0.500	Total	3.93	0.579	Total	3.79	0.568

\* Highest ranking on each side

From table 1 and 2 found that sampling group focus on the welfare management factor the most in each part such as providing appropriate and sufficient bonus (X<sub>11</sub>), organizing party in department or closing project party (X<sub>23</sub>) and assisting medical expense (X<sub>35</sub>). For the importance of the performance of the employees in each part such as able to perform the duties according to standards set by the company (Z<sub>11</sub>), there are always attention to follow up on assignments (Z<sub>25</sub>), able to complete the assignment successfully on time (Z<sub>31</sub>), consider the use of resource or equipment or organization in economical operation (Z<sub>45</sub>)

### Examining the correlation between all independent variables

Statistics that researcher used for testing was Pearson Product Moment Correlation Coefficient in order to find the relationship between 7 quantitative variables shown on table 3

**Table 3; Correlation coefficient between welfare management of private sector affecting operation of employees**

Factor	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	Z <sub>1</sub>	Z <sub>2</sub>	Z <sub>3</sub>	Z <sub>4</sub>
1. X <sub>1</sub>	1.000						
2. X <sub>2</sub>	.595**	1.000					
3. X <sub>3</sub>	-.114*	-.197**	1.000				
4. Z <sub>1</sub>	.382**	.360**	-.045*	1.000			
5. Z <sub>2</sub>	.283**	.223**	.103*	.735**	1.000		
6. Z <sub>3</sub>	.133**	.138**	.116*	.673**	.610**	1.000	
7. Z <sub>4</sub>	.196**	.219**	.142**	.573**	.585**	.586**	1.000

\*\* There are statistics significant level .01

Annotation ;

X <sub>1</sub>	represent	economic welfare
X <sub>2</sub>	represent	recreation welfare
X <sub>3</sub>	represent	health welfare
Z <sub>1</sub>	represent	the performance of employees in quality of work
Z <sub>2</sub>	represent	performance of employees of quantity of work
Z <sub>3</sub>	represent	performance of employee of time
Z <sub>4</sub>	represent	performance of employee of expense

From table 3; Correlation coefficient between variables found that relation not over 0.80 (Stevens, 1996) [6] Making all independence variables in this research, there were no multicollinearity therefore could use all independent variables in stepwise multiple regression analysis that was the prediction of variable in each model

### Crating a welfare management model of private sector affecting operation of employees

A welfare management model of private sector analysis affecting operation of employees by using Stepwise Multiple Regression Analysis that was the prediction of variable in each model. The testing result obtained the predictive equation model shown on table 4

**Table 4: A welfare management model of private sector affecting operation of employees**

Model	$\beta$	t	R <sup>2</sup>	S.E.	F	p-value
Constant	2.849	23.832	0.911	0.419	24.523	0.000**
X <sub>12</sub>	0.045	1.410				
X <sub>34</sub>	0.126	5.388				
X <sub>24</sub>	0.097	4.559				
X <sub>11</sub>	0.050	2.112				

\*\* There are statistics significant level .01

From table 4; Stepwise Multiple Regression Analysis by that was the prediction of variable in each model found that assisting with cremation according to custom (X<sub>12</sub>), there is operation improvement to finish work on time (Z<sub>34</sub>), organizing spots competition for relationship (X<sub>24</sub>), able to perform the duties according to standards set by the company (Z<sub>11</sub>), there is relationship with operation of employees (Z) got 91.10 percent, significant level .01, there is standard error prediction  $\pm 0.419$  to be able writing the regression equation in the form of predicting as  $Z = 2.849 + 0.045 X_{12} + 0.126 X_{31} + 0.097 X_{24} + 0.050 X_{11}$

### CONCLUSION AND FUTURE WORK

From study research found that the respondents for 420 people found the most was female for 271 people or 64.50 percent and male for 149 people or 35.50 percent. The most age during 20 to 30 years old for 167 people or 39.80 percent, the most average income had up to 30,001 Baht for 194 people or 46.20 percent to be the operating employees for 219 people or 52.10 percent, working experience during 1 to 5 years for 159 people or 37.90 percent, single status for 264 people or 62.90 percent and bachelor's degree education level for 274 people or 65.20 percent, the welfare management and performance of employees could be explained as follow; Economic welfare (X<sub>1</sub>) such as providing appropriate and

sufficient bonus ( $X_{11}$ ), assisting with cremation according to custom ( $X_{12}$ ) financial assistance such as any loan ( $X_{13}$ ), providing financial support to children ( $X_{14}$ ) and have to manage house rentals or providing accommodation for employee ( $X_{15}$ ) ; Recreation welfare ( $X_2$ ) such as providing a relaxing place for employees ( $X_{21}$ ), arranging party ( $X_{22}$ ), organizing party in department or closing project party ( $X_{23}$ ), organizing spots competition for relationship ( $X_{24}$ ), organizing activities according to employees need ( $X_{25}$ ) ; Health welfare ( $X_3$ ) such as annually health check-up service( $X_{31}$ ), providing appropriate drinking water, appropriation number of sick leave days ( $X_{34}$ ) and assisting medical expense ( $X_{35}$ ) ; The performance of employees in quality of work ( $Z_1$ ) such as able to perform the duties according to standards set by the company ( $Z_{11}$ ), the jobs that had been assigned were corrected, completed and without error ( $Z_{12}$ ), the jobs that were responsible for checking the performance to be corrected and completed ( $Z_{13}$ ), have neatness and tidy, able to work without causing problems later ( $Z_{14}$ ), always have a plan to work in advance ( $Z_{15}$ ) ; Performance of employees of quantity of work ( $Z_2$ )such as able to work according to the amount specified by the company ( $Z_{21}$ ), there are always a work improvement to achieve the target quality ( $Z_{22}$ ), able to work correctly according to standards ( $Z_{23}$ ), there are quantity management plan for operation success ( $Z_{24}$ ), and there are always attention to follow up on assignments ( $Z_{25}$ ) ; Performance of employee of time ( $Z_3$ ) such as able to complete the assignment successfully on time ( $Z_{31}$ ), able to prioritize tasks to be appropriate with scheduled times ( $Z_{32}$ ), able to identify and explain to delay of work or performance in case it is not able to work as planned ( $Z_{33}$ ), there is operation improvement to finish work on time ( $Z_{34}$ ), and use free time aside from work time to intend the duties assigned to complete on time ( $Z_{35}$ ) ; Performance of employee of expense ( $Z_4$ ) such as able to complete tasks with value and saving resources ( $Z_{41}$ ), there are the operating plan to be able to reduce unnecessary expense ( $Z_{42}$ ), performance caused least damage ( $Z_{43}$ ), the operating costs are appropriate for the job ( $Z_{44}$ ), and consider the use of resource or equipment or organization in economical operation ( $Z_{45}$ )

Welfare that the private sector employees needed the most in each part such as providing appropriate and sufficient bonus ( $X_{11}$ ), organizing party in department or closing project party ( $X_{23}$ ), and assisting medical expense ( $X_{35}$ ). These study results accorded to the welfare concept of Pigors and Myers (1981) [7], Edwin B. Flippo (1970) [8] said that welfare might be covered economic, education, social work, recreation, sustainability and health included might truly meet employees need. These welfare factors affected the operation of employees needed the most in each such as providing appropriate and sufficient bonus ( $X_{11}$ ), and there are always attention to follow up on assignments ( $Z_{25}$ ), able to complete the assignment successfully on time ( $Z_{31}$ ), consider the use of resource or equipment or organization in economical operation ( $Z_{45}$ ).These study result aligned with the concept working efficiency of Peterson and Plowman (1953, 29-41) [9] Said that appropriate welfare would be the tools affecting work for Stepwise Multiple Regression Analysis found that assisting with cremation according to custom ( $X_{12}$ ), there is operation improvement to finish work on time ( $Z_{34}$ ), there are quantity management plan for operation success ( $Z_{24}$ ), and providing appropriate and sufficient bonus ( $X_{11}$ ), there is relationship with operation of employees ( $Z$ ) got 91.10 percent significant level .01 aligned with the study result of Pairoj Yuttiakkarawong (2012: 1-5) [10] Said that satisfaction of employees from economic welfare, social work, recreation, stable and health affecting operation and able to write the regression equation for prediction was  $Z = 2.849 + 0.045 X_{12} + 0.126 X_{31} + 0.097 X_{24} + 0.050$



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